


STRATEGIC PLAN PROGRESS REPORT

JULY 1, 2021 – JUNE 30, 2022

Fourth Edition, 2020-2030



South Carolina
Forestry Commission



The eastern boundary line of the new acreage at Wee Tee State Forest is bisected by a beautiful oxbow named Dawhoo Lake in Georgetown County.

GOAL 1

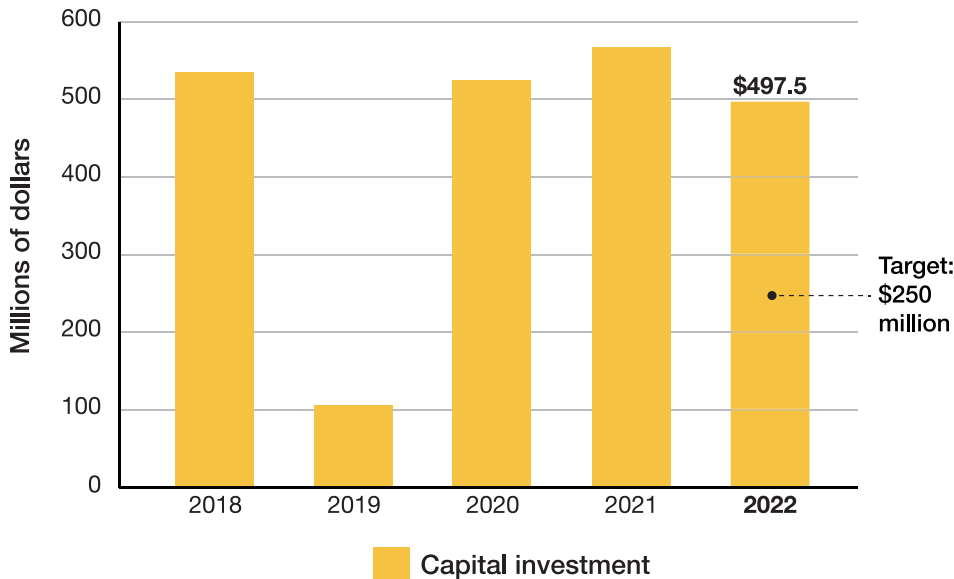
ENHANCE PUBLIC BENEFITS FROM TREES & FORESTS

STANDALONE KEY PERFORMANCE INDICATORS (KPIs)

Announced capital investment in forestry

FY2021-22
\$497.5
MILLION

FY2020-21
571.4
MILLION



Meaningful use of measure:

Announced capital investment is a metric typically reported by the economic development community. It allows us to track the growth of forestry investment over time. This is a longstanding performance measure that allows the agency to compare current and future efforts against historical perspectives.

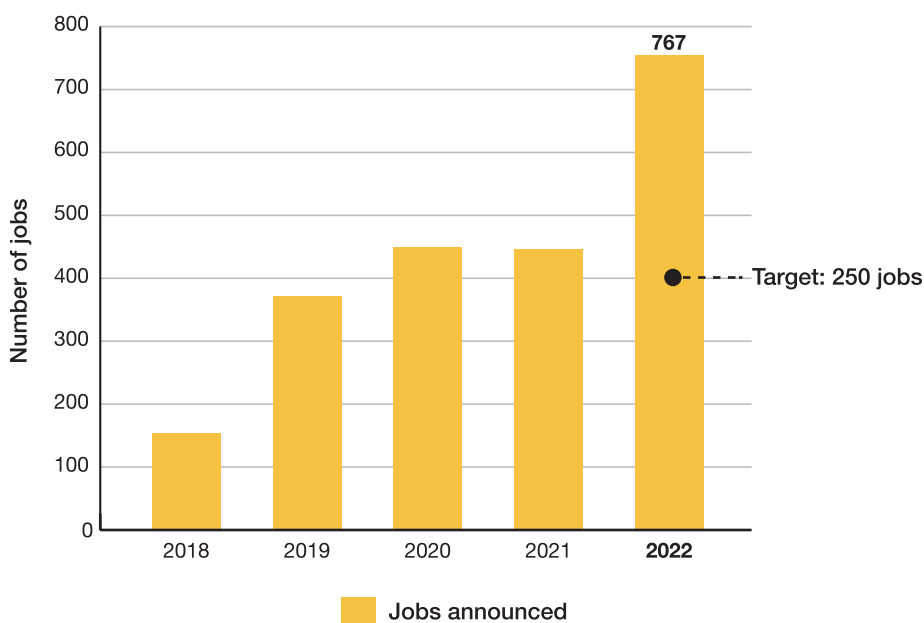
There were 11 forest products-based announcements this fiscal year, one of which – West Fraser’s upgrading of the OSB mill in Allendale – involves a \$350 million investment.



Announced new job creation in forestry

FY2021-22
767
JOBS

FY2020-21
446
JOBS



Meaningful use of measure:

Announced new jobs is a metric typically reported by the economic development community. It allows us to track the growth of forestry employment over time. This is a longstanding performance measure that allows the agency to compare current and future efforts against historical perspectives.

Five of the 11 forestry-based announcements this fiscal year will create over 100 new jobs each.



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ENHANCE PUBLIC BENEFITS FROM TREES & FORESTS

STANDALONE KEY PERFORMANCE INDICATORS (KPIs)

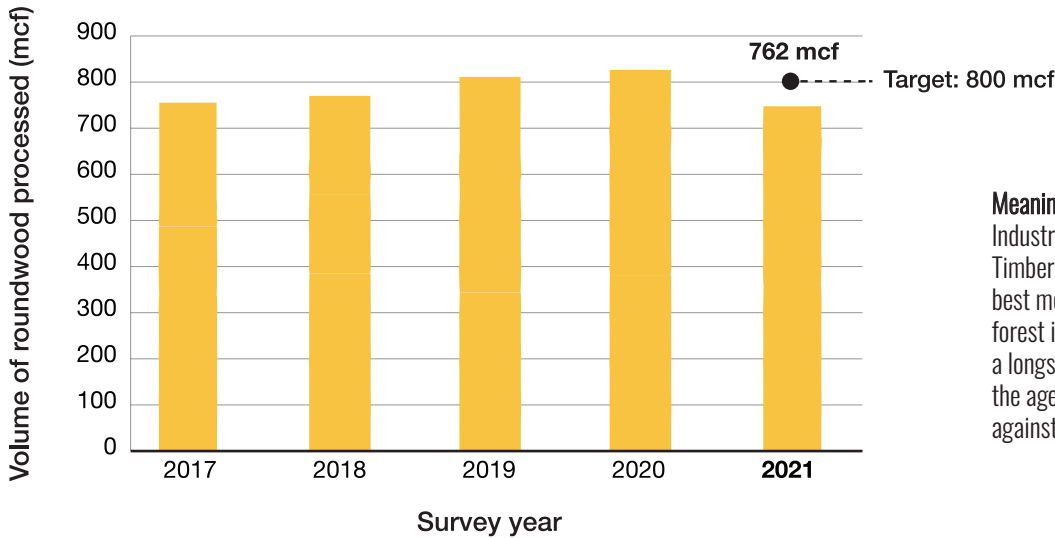
Timber products output (TPO)

FY2021-22

762
MILLION CU. FT.

FY2020-21

819.86
MILLION CU. FT.



Meaningful use of measure:

Industrial timber production as measured by the Timber Products Output (TPO) mill survey is the best measure of the health and growth of our forest industry by major product category. This is a longstanding performance measure that allows the agency to compare current and future efforts against historical perspectives.

PERFORMANCE INDICES

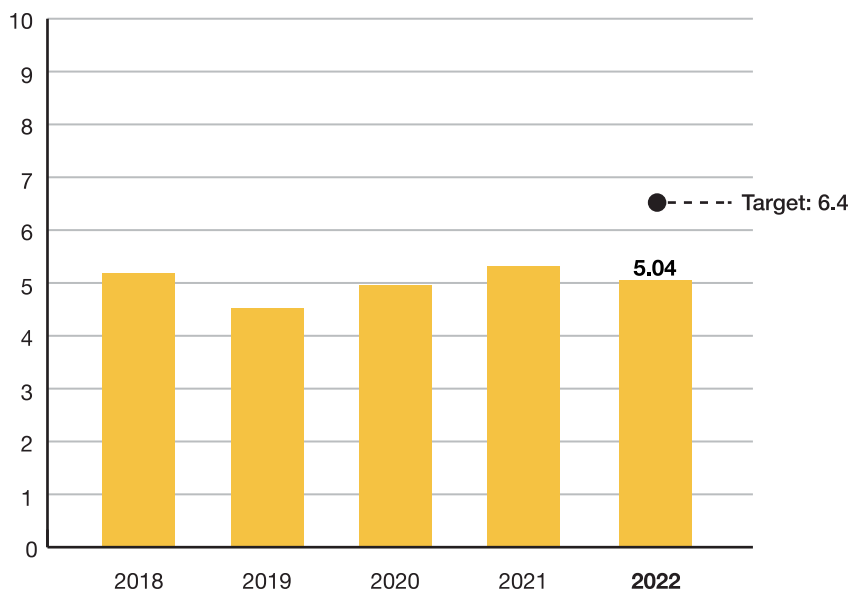
Forest markets development index

FY2021-22

5.04

FY2020-21

5.21



Meaningful use of measure:

Composite measure that quantifies key agency efforts to retain and grow markets for forest products.

The number of active economic development projects has increased this year with announced expansions by 11 projects. A vacant position in marketing will hopefully be filled soon to meet future goals.



GOAL 1

ENHANCE PUBLIC BENEFITS FROM TREES & FORESTS

PERFORMANCE INDICES

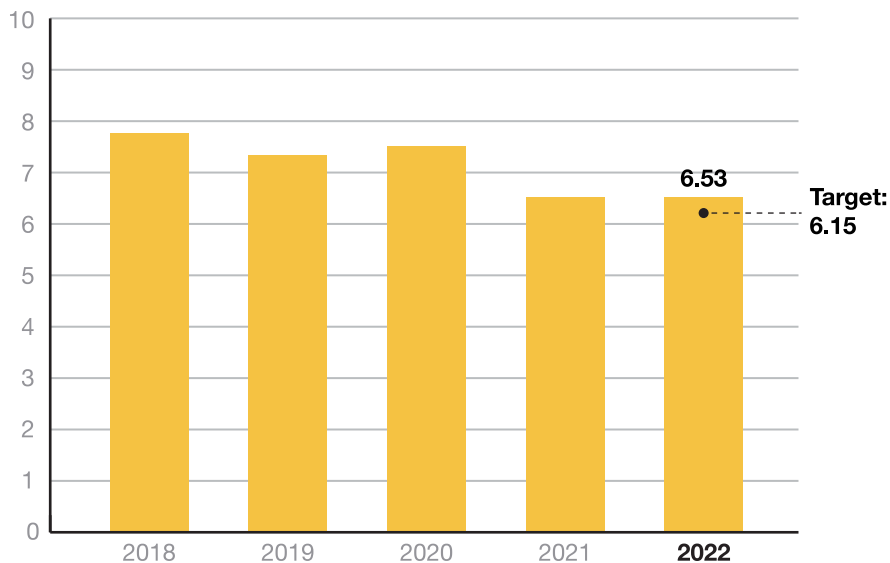
Forest ecosystem benefits index

FY2021-22

6.53

FY2020-21

6.54



Meaningful use of measure:

Composite measure that quantifies efforts to maintain or increase ecosystem services provided by forests.

Frequent site visits by BMP Foresters coupled with education programs and strong industry support resulted in BMP compliance remaining high.



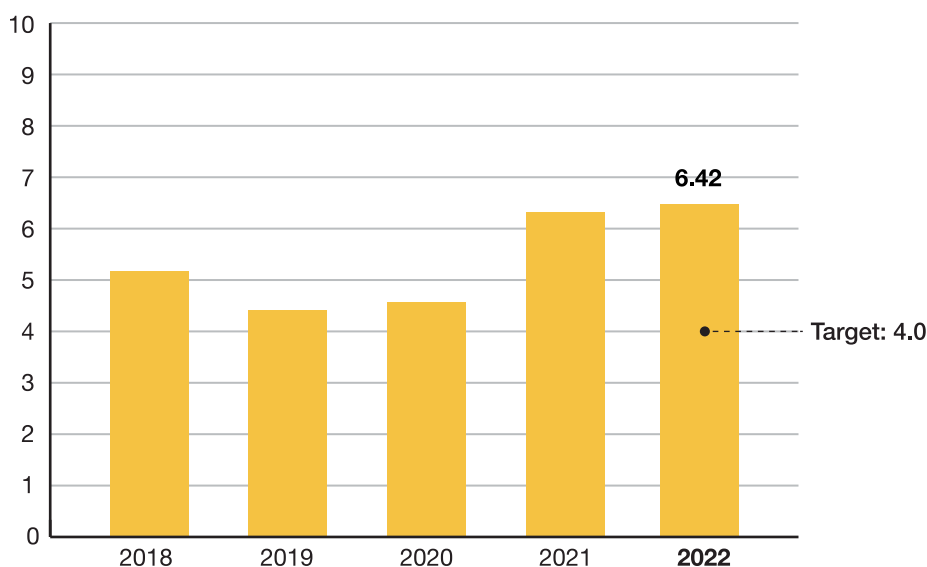
Nursery & tree improvement index

FY2021-22

6.42

FY2020-21

6.22



Meaningful use of measure:

Composite measure that quantifies agency efforts to improve the health and productive capacity of planted timberlands.

A decent cone harvest and strong cone and seed sales generated enough revenue to cover our tree improvement program costs. Plans are being made to establish new orchards. We are meeting our goals for progeny testing.



GOAL 2

PROTECT FORESTS FROM HARM

STANDALONE KEY PERFORMANCE INDICATORS (KPIs)

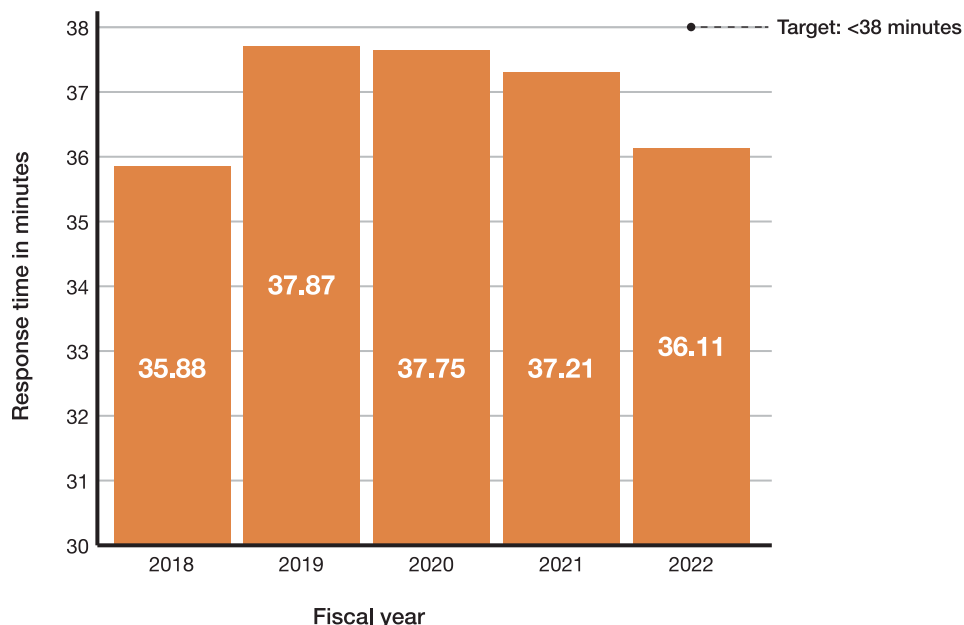
Average wildfire response time

FY2021-22

36.1
MINUTES

FY2020-21

37.21
MINUTES



Meaningful use of measure:

Quantifies the total time needed for agency firefighters to arrive at scene of wildfire. This is a longstanding performance measure that allows the agency to compare current and future efforts against historical perspectives.

Despite responding to more wildfires in the first three months of 2022 than in all of last fiscal year, the agency recorded the second-fastest average response time in the last five years.



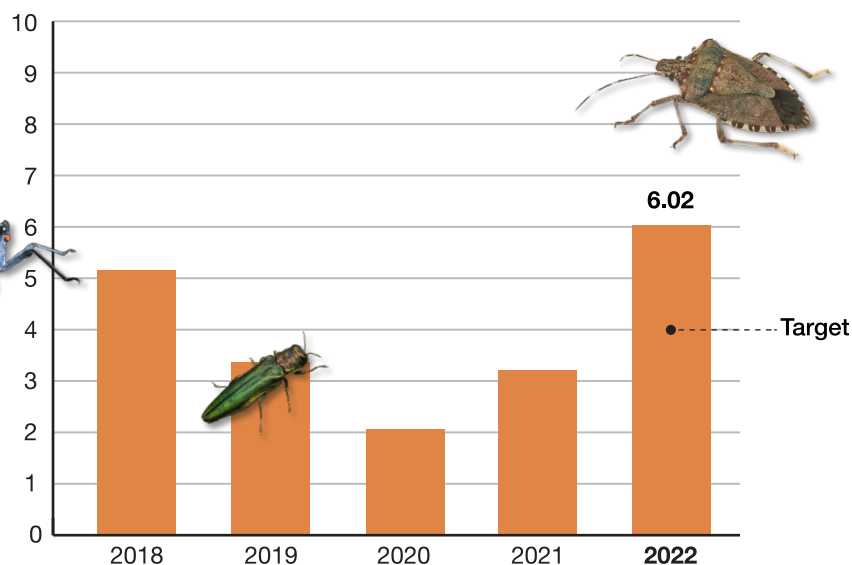
Forest health prevention index

FY2021-22

6.02

FY2020-21

3.18



Meaningful use of measure:

Quantifies agency efforts to prevent and reduce damage from insects, diseases, invasive species and other threats to forest health.



GOAL 2

PROTECT FORESTS FROM HARM

PERFORMANCE INDICES

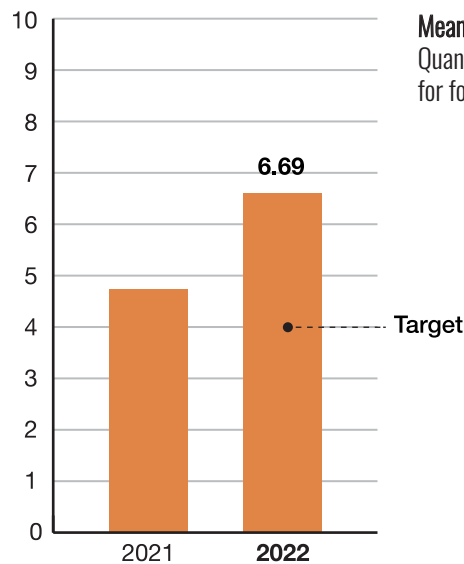
Wildfire prevention index

FY2021-22

6.69

FY2020-21

4.78



Meaningful use of measure:
Quantifies agency efforts to reduce wildfire risks for forests and communities.



GOAL 3

CONSERVE WORKING FORESTS

STANDALONE KEY PERFORMANCE INDICATORS (KPIs)

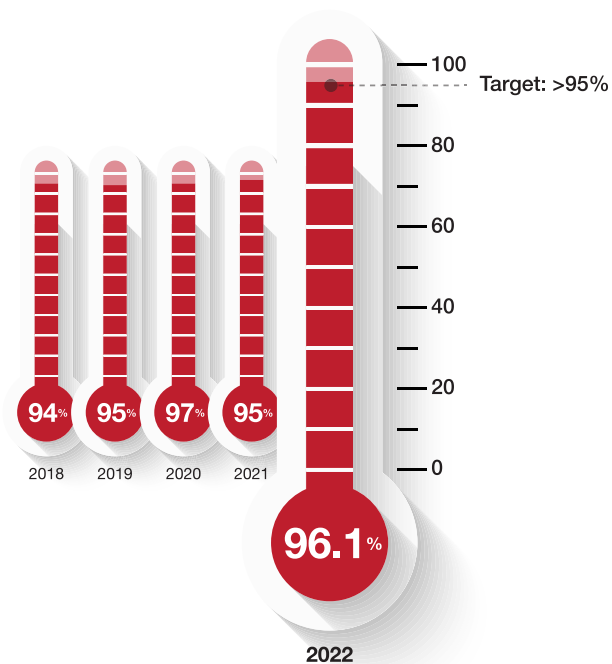
Landowner satisfaction

FY2021-22

96.1
PERCENT

FY2020-21

92.7
PERCENT



Meaningful use of measure:

Measuring customer satisfaction provides an indication of how well the agency is meeting its customers' expectations and allows SCFC to improve its quality of service.

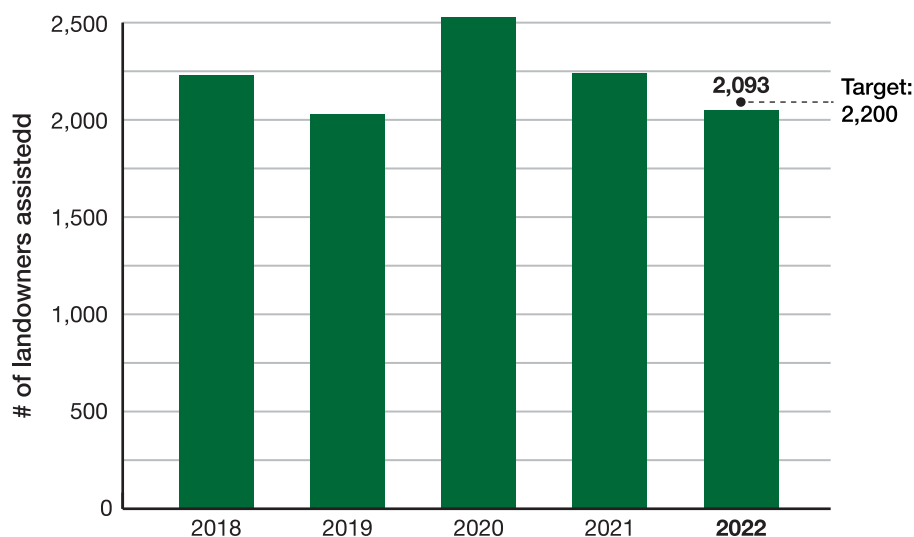
Number of landowners assisted

FY2021-22

2,093
LANDOWNERS

FY2020-21

2,201
LANDOWNERS



Meaningful use of measure:

The number of landowners assisted is directly correlated to the economic impact of private land management in SC. This is a longstanding performance measure that allows the agency to compare current and future efforts against historical perspectives.

While this figure is only slightly lower than the five-year average, the decrease this fiscal year can be attributed to vacancies among project foresters.



GOAL 3

CONSERVE WORKING FORESTS

STANDALONE KEY PERFORMANCE INDICATORS (KPIs)

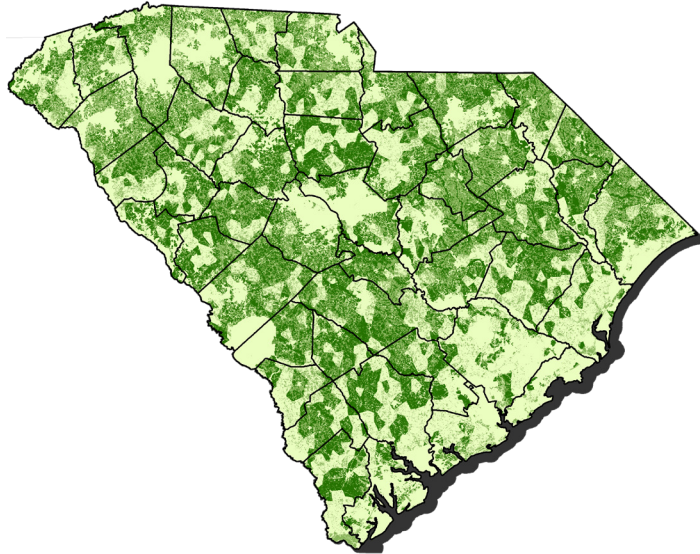
% of stewardship plan acres implemented in priority areas

FY2021-22

46
PERCENT

FY2020-21

56
PERCENT



- Non stewardship potential (9,724,514 ac)
- Stewardship potential (4,611,856 ac)
- High stewardship potential (5,466,991 ac)

Meaningful use of measure:

This measure gauges the agency's effectiveness in delivering Stewardship-level forest management assistance.

Although this value decreased from last year, the current percentage is more representative of the five-year average for this index.



Number of land acquisition projects evaluated

FY2021-22

3
PROJECTS

FY2020-21

N/A



Meaningful use of measure:

Stand-alone measure that quantifies the agency's efforts to seek opportunities to acquire land to grow the State Forest system.

One land acquisition project was completed during FY22, the 567-acre Berry Forestry Center.



GOAL 3

CONSERVE WORKING FORESTS

PERFORMANCE INDICES

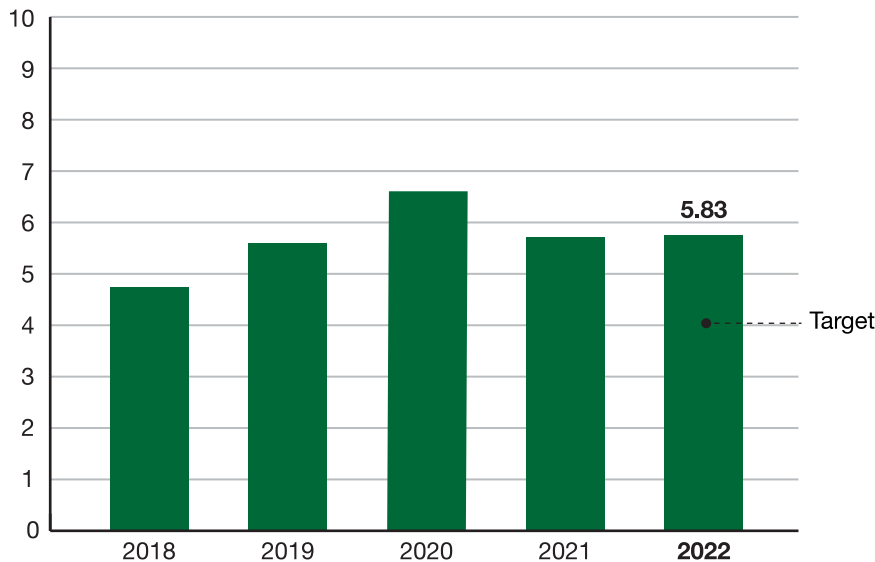
Landowner assistance index

FY2021-22

5.83

FY2020-21

5.81



Meaningful use of measure:

Quantifies agency technical assistance efforts, which promote the sustainable and active management of family owned forestlands.

A slight increase in non-cost-share plans was offset by the number of cost-share plans, keeping this index's value relatively stable.



Prescribed fire effort index

FY2021-22

3.66

FY2020-21

4.13



Meaningful use of measure:

Quantifies agency efforts to increase the responsible use of prescribed fire.

While total acres burned increased 18%, the percentage of prescribed burns completed by CPFMs was down significantly from previous years.



GOAL 3

CONSERVE WORKING FORESTS

PERFORMANCE INDICES

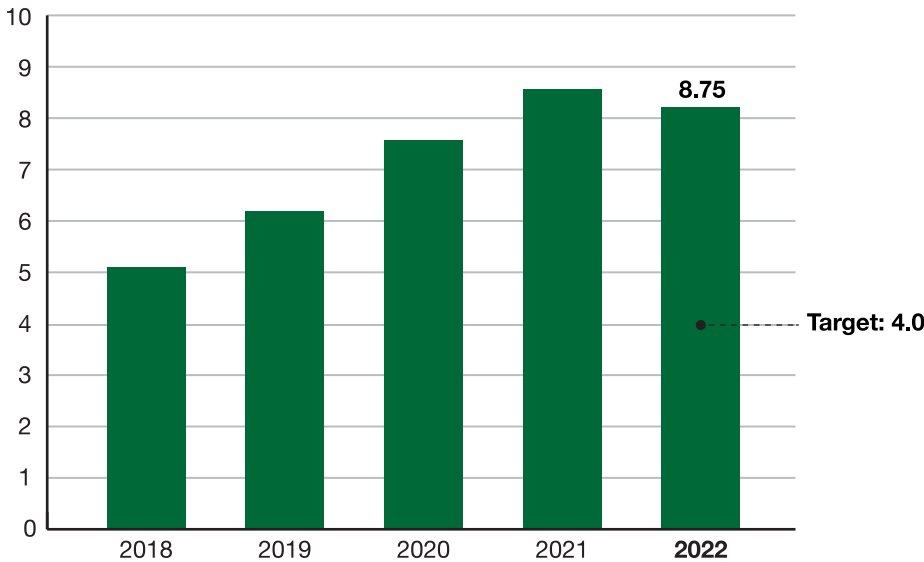
Public lands management index

FY2021-22

8.75

FY2021-22

8.53



Meaningful use of measure:

Quantifies agency efforts to demonstrate active management on State Forests and engage other public landowners in active sustainable management.

The strength of this index's value continues to be bolstered by the state forest system's net cumulative carryover.



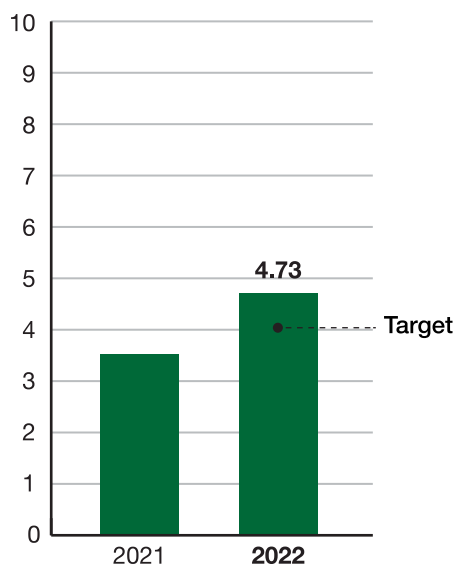
Landowner services index

FY2021-22

4.73

FY2020-21

3.5



Meaningful use of measure:

Composite measure that quantifies agency service-for-fee efforts that promote the sustainable and active management of family-owned forestlands.

With increases in prescribed burn contracts, standby acres and miles of firebreaks, this index saw significant growth since last year. Additionally, revenue from services reached nearly \$110,000.



GOAL 3

CONSERVE WORKING FORESTS

PERFORMANCE INDICES

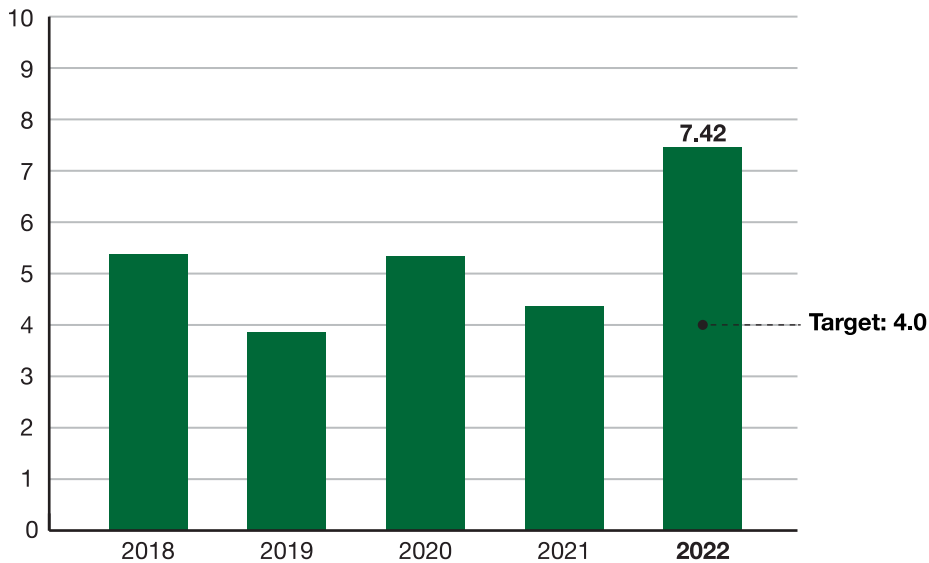
Community forestry index

FY2021-22

7.42

FY2020-21

4.27



Meaningful use of measure:

Composite measure that quantifies agency effort to engage communities to sustain and grow healthy forests.

The number of people served – more than 3.1 million – increased significantly over the previous fiscal year, thanks in large part to the relaxing of COVID restrictions.



GOAL 4

RAISE AWARENESS ABOUT OUR FORESTS

STANDALONE KEY PERFORMANCE INDICATORS (KPIs)

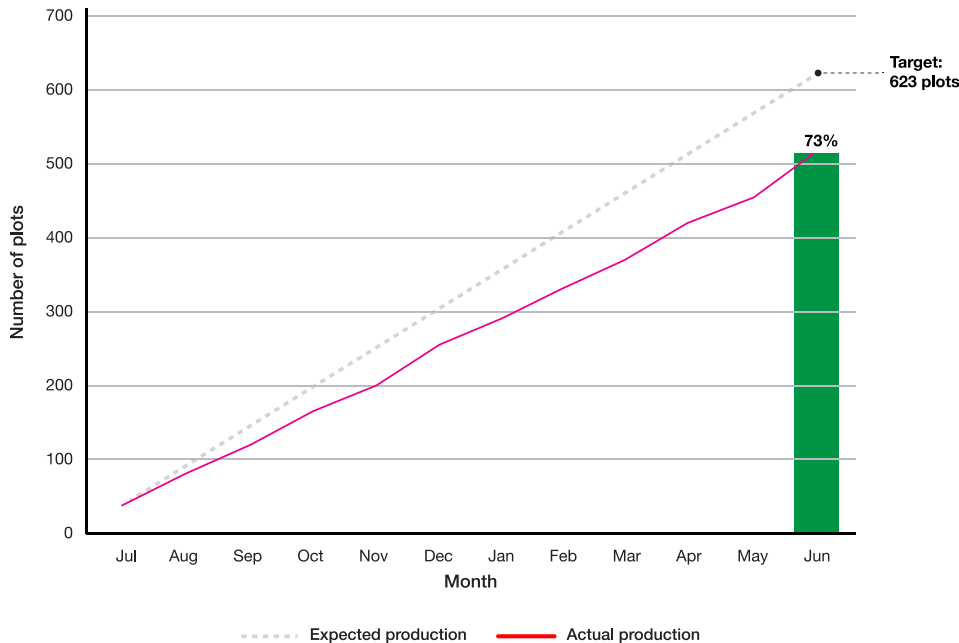
FIA progress

FY2021-22

73
PERCENT

FY2020-21

102
PERCENT



Meaningful use of measure:

Forest Inventory & Analysis plot production records allow us to determine whether we've met our goal of measuring 20% (1 panel) of SC's total plots per year.

All FIA vacancies have been filled; however, plot production has not increased because the new personnel spent much of the year being trained by the existing other two crews.



FIA accuracy scores

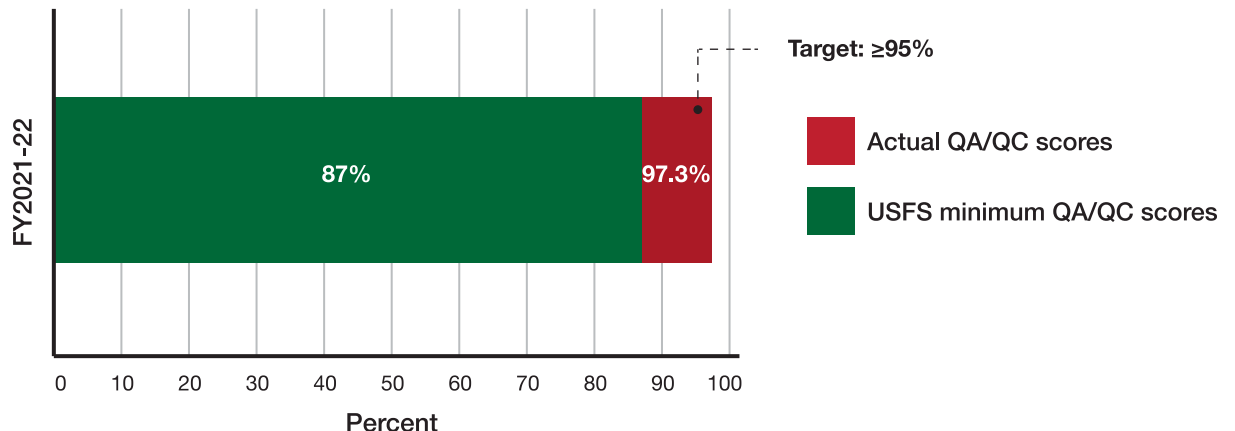
FY2021-22

97.3
PERCENT

FY2020-21

94.4
PERCENT

Meaningful use of measure: The Forest Inventory & Analysis' accuracy scores quantify the reliability of forest resource estimates. Ninety-five percent (95%) is the agency's goal for FIA accuracy scores.



GOAL 4

RAISE AWARENESS ABOUT OUR FORESTS

STANDALONE KEY PERFORMANCE INDICATORS (KPIs)

Social media metrics

FY2021-22

N/A

FY2020-21

4.37



Facebook

Followers: 26,276



YouTube

Subscribers: 199



Twitter

Follows: 2,059

NOTE: In 2021 Facebook, the agency's primary social media channel, eliminated its metric-reporting tools, which prompted its removal from this index. Our three social media outlets are reported as standalone KPIs in this report.

Meaningful use of measures:

Quantifies the level of engagement the agency has with the public via its social media channels.

The agency's Facebook page has the second-largest following in the Southern Group of State Foresters, relative to the respective states' populations.



Number of active, certified PLT facilitators

FY2021-22

36

FACILITATORS

FY2020-21

32

FACILITATORS

Meaningful use of measure: The number of active, certified PLT facilitators is a measure of the amplification of environmental education being delivered around the state.



GOAL 4

RAISE AWARENESS ABOUT OUR FORESTS

PERFORMANCE INDICES

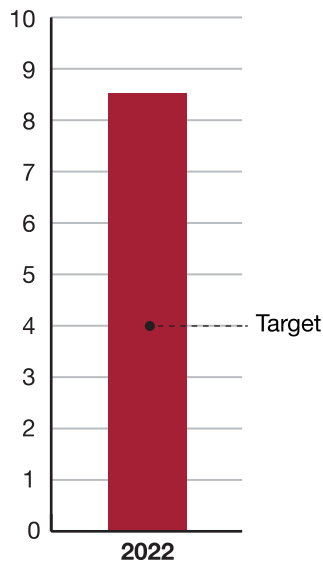
Website analytics index

FY2021-22

8.5

FY2020-21

N/A



Meaningful use of measure:

Quantifies the level of engagement the agency has with the public via the SCFC website.

The launch of the agency's new website in 2021 and the surrounding publicity of its improved functionality and appearance generated intense interest in the Forestry Commission's web presence. Unique page views and users were among the strongest KPIs driving the value of this index.



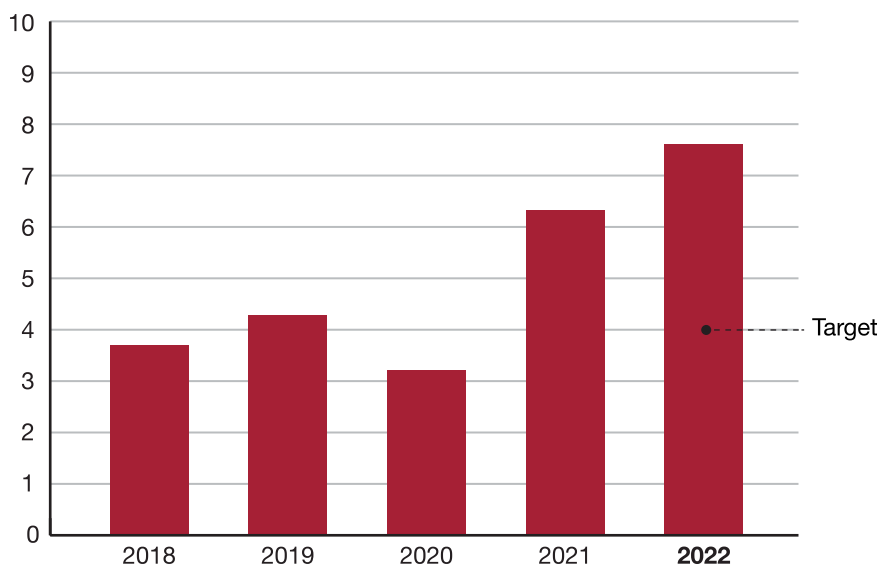
Outreach effort index

FY2021-22

7.55

FY2020-21

6.28



Meaningful use of measure:

Quantifies agency efforts to increase public knowledge of the benefits of forests and forest management.

In addition to resuming normal levels of educational outreach post-pandemic, two of the main KPIs of this index – internal and external assists – saw dramatic increases as the Communications & Public Information staff were heavily involved in the planning and execution of the SGSF annual meeting in Greenville.



GOAL 5

STRENGTHEN THE COMMISSION FOR THE FUTURE

STANDALONE KEY PERFORMANCE INDICATORS (KPIs)

Overall turnover rate

FY2021-22

9.16
PERCENT

FY2020-21

9.19
PERCENT



Meaningful use of measure:

Quantifies employee attrition over time and provides insight into employee retention and recruitment efforts

of qualified candidates per forestry job posting

FY2021-22

3.92
APPLICANTS

FY2020-21

9.5
APPLICANTS



Meaningful use of measure:

The number of qualified candidates respond to open forestry positions and provides a benchmark for agency efforts to promote careers in forestry.

Fewer qualified candidates combined with increased time to fill vacancies pose challenges for recruitment.



GOAL 5

STRENGTHEN THE COMMISSION FOR THE FUTURE

PERFORMANCE INDICES

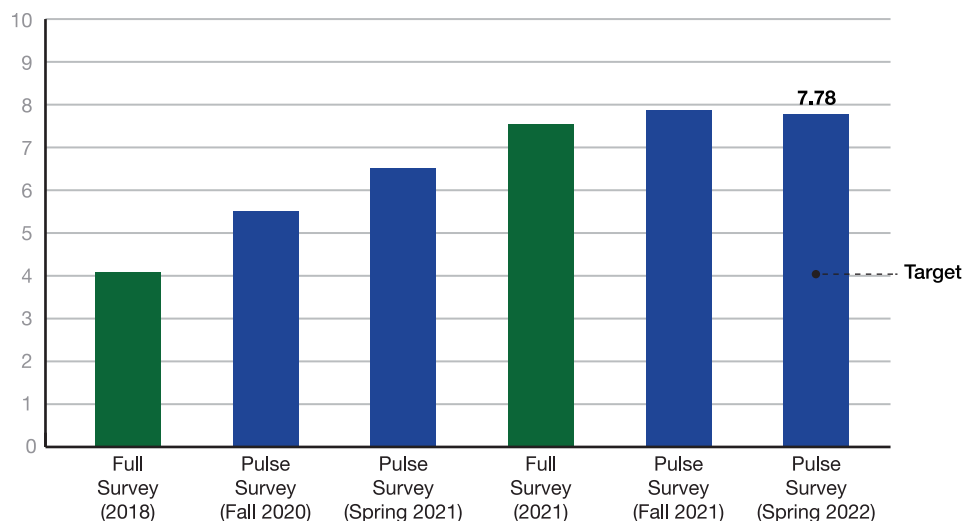
Employee engagement index

FY2021-22

7.78

FY2020-21

7.53



Meaningful use of measure:

Quantifies the efficacy of agency efforts to maintain a skilled, productive and engaged workforce while providing insight into employee turnover, recruitment and retention opportunities.

Employee engagement remains high, as the spring 2022 pulse survey achieved a 69% response rate.



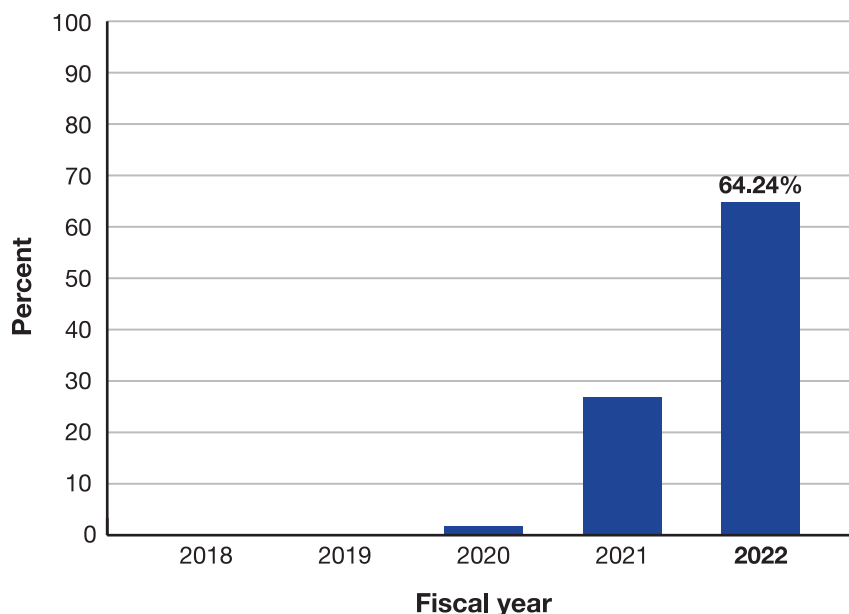
% of technology spending to run/transform the agency

FY2021-22

64.2
PERCENT

FY2020-21

N/A



Meaningful use of measure:

Stand-alone measure that promotes an understanding of how agency IT budgets are being invested against business objectives (i.e. running agency's day-to-day functions vs transforming the agency through innovation) and provides benchmark to adjust focus as necessary.

Examples of transformative spending included in this metric include agency website redesign, HQ fiber backbone, HQ network switches, Microsoft Office 365, Bendix King Mobile and Portable radios.









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